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**AssistIMPACT**

Quarterly Report 7  
FY2014, Q3  
For the period April – June 2014

## BUILDING HUMAN AND INSTITUTIONAL CAPACITY IN ALBANIA

Cooperative Agreement No. AID-182-A-12-00001



## GOALS AND RESULTS TO BE ACHIEVED

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The goal of the Building Human and Institutional Capacity (BHIC) project in Albania is to build the capacity of institutions, governmental, non-governmental and private sector, as well as leaders and technical experts who play a key role in Albania's development as it strives to bring about the reforms necessary for European integration. Within the Mission's overarching goal of *European integration through strengthened democratic institutions and inclusive economic growth*, Assist Impact focuses on building capacity to address the two stated Development Objectives of 1) *strengthened rule of law and improved governance* and 2) *conditions created for broad-based, sustainable and inclusive economic growth*. With substantial involvement of the Mission, Assist Impact provides a flexible approach to meeting capacity building needs that includes in-country, U.S., and third-country training of current and potential leaders and experts, institutional assessments of key private organizations/public institutions, targeted technical assistance and focused grants.

By the end of the three-year period, BHIC will achieve the following results:

- Strengthen the performance of at least 5 Albanian central and local governmental organizations, including Albanian ministries and municipalities.
- Strengthen the performance of at least 15 (approximately 5 per year) Albanian non-governmental organizations and private sector entities, including associations, civil society organizations and small and medium enterprises (SMEs).
- Build the performance of at least 45 (approximately 15 per year) leaders of Albanian governmental, private sector and non-governmental organizations and institutions – across sectors including business, economics, human rights, governance and democracy.
- Build the expertise of at least 45 (approximately 15 per year) technical specialists – across sectors including business, economics, human rights, governance and democracy.

## MAIN ACTIVITIES OF THIS PERIOD

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### 1) PROGRAM INTERVENTIONS

#### TRAINING, TECHNICAL ASSISTANCE AND GRANTS

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During the 7<sup>th</sup> quarter of the Building Human and Institutional Capacity project, five programs begun in FY2013 were still on-going at the beginning of the period but were completed by the end of the period. Eighteen new programs were initiated during this quarter and 16 programs begun earlier in FY2014 were in various stages of implementation. They include seven women's empowerment grants, four garment machine matching grants, CEC software, PPP mentoring and two LGBT technical assistance programs.

	<b>FY 2013 Building Human and Institutional Capacity Programs</b>	<b>Status as of June 30, 2014</b>
	<b>Strengthened rule of law and improved governance</b>	
1	TA/PPP Support-CO PLAN-Street Lighting in Fier	on-going
2	TA/PPP Support-RDA-Easy parking in Korca	completed
3	TA/PPP Support-URI-Mgmt of Recyclable Waste in Berat	completed
4	TA/Public-Private Partnership Support-International Expert	on-going

	<b>Conditions for broad-based, sustainable &amp; inclusive economic growth</b>	
5	TA/Landscape Demonstration Garden	completed

	<b>FY 2014 Building Human and Institutional Capacity Programs</b>	<b>Status as of June 30, 2014</b>
	<b>Strengthened rule of law and improved governance</b>	
1	TA/PPP Support round II – training/mentoring organization	on-going
2	TA/PPP Support round II – organizations (3)	awarded
3	TA/Central Election Committee IT software update	on-going
4	GR/CFE Strengthening Through a Survey of Health Centers	awarded
5	ICT/Bankruptcy Administration	awarded/postponed
6	GR/Mobile Units to Identify Victims/Potential Victims of Trafficking	on-going
7	TA/Disability Video Building Code Video	cancelled
	<b>Conditions for broad-based, sustainable &amp; inclusive economic growth</b>	
1	TA/OSR recycling roundtable and technical support	completed
2	ICT/Garment Machine Maintenance Course - Tirana	on going
3	ICT/Garment Machine Maintenance Course – Shkoder	on-going
4	GR/Matching Grants for Garment Machines with donations/internships TR (4)	on going
5	GR/Matching Grants for Garment Machines with donations/internships SH (5)	awarded
6	GR/Women’s Economic Empowerment Grants (7)	on going
7	GR/ACIT 2013 Trade Report, Conference, Marketing	awarded/completed
8	GR/Medicinal Herbs Research Abstract	awarded/completed
9	GR/Protik ICT Resource Center Support	awarded
10	UST/Cochran Agricultural Extension	begun
11	UST/Cochran Agricultural Policy	begun
	<b>Support to LGBT</b>	
1	TA/Aleanca Finance Officer and Commodities	on-going
2	TA/Aleanca Financial/Administrative/HR Manuals	on-going
3	TA/PRO-LGBT English Courses, NGO Finance, Manuals, Commodities	begun

## CAPACITY BUILDING ACTIVITIES IN SUPPORT OF INSTITUTIONS/ORGANIZATIONS

### CAPACITY BUILDING FOR GOVERNMENTAL INSTITUTIONS

The **Agricultural University of Tirana** received valuable support with the construction of a landscape demonstration garden, which was constructed in October-November 2013. The shrubs and trees survived the winter very well, with only two needing replacing within the six months guarantee period. Students of landscape architecture as well as those of other subjects continue using it.





The **Professional Training Center #1** in Tirana continued the machine maintenance course with an 8 week advanced course for 14 of the original 16 participants. In July, the course participants will complete their 80 hour internship program. Visits to the four garment manufacturing firms near Tirana, who donated machinery and agreed to take course participants for a one-month internship in exchange for a matching grant to purchase needed machinery for their factories, enhanced

the practical aspect of the course. The course participants are extremely pleased as is the Ministry of Welfare which is responsible for workforce development through the Professional Training Centers.

The **Professional Training Center** in **Shkoder** in cooperation with Assist Impact and the Employment Office recruited and selected course participants for the basic level training course in garment machine maintenance. Among the 15 participants, one is a woman. The basic level course started on June 9<sup>th</sup>. Two highly experienced machine maintenance technicians were hired as instructors and the **Professional Training Center** in **Shkoder** was provided with sets of tools, tables, and an air conditioner and a ventilator. All machinery necessary for the course was donated by five garment manufacturing firms near Shkodra who have also agreed to take course participants for a one-month internship in exchange for a matching grant to purchase needed machinery for their factories.

Machines donated to the Professional Training Center in Shkoder



New private firm enforces orderly parking in Korca – a public-private initiative.



In the framework of the Public-Private Partnership (PPP) project, **the City Council of the Municipality of Korca** completed the contracting process for the Public Parking PPP in Korca and the implementation began to collect parking fees and manage over 400 parking places in four areas of the city.

**The City Council of the Municipality of Fier** approved the feasibility study for Energy Efficient Public Lighting in Fier and has set up a new working group for the procurement. The procurement process is expected to start by the end of July.

A Compendium of lessons learned from the Public-Private Partnership support is in process.



The **Central Election Committee (CEC)** is in the process of receiving technical assistance through Assist Impact to improve the **software** of the CEC to administer local elections scheduled for 2015. During this period, the software requirements were agreed upon and a beta version of the new software developed and then installed on the CEC servers. The CEC will now test the beta version and provide comments for fine tuning. Maps for new electoral zones can be developed once the territorial reform law is adopted.



The **Academy of Science and University of Agriculture** benefited from a grant from Assist Impact to the **Albanian Medicinal Plants - Essence Producers and Cultivators Association (EPCA)** to produce the Book of Abstracts for the 8<sup>th</sup> Conference on Medicinal and Aromatic Plants of Southeast European Countries which took place in Durres, May 19-22, 2014. The Book of Abstracts published the research results of approximately 400 senior and young researchers, PhD students, professionals, principally from Southeast Europe.

Assist Impact began to procure a firm to produce a video on **Building Codes related to People with Disabilities**. This program was cancelled when it was discovered that renovations that would provide good visuals were postponed for 2015.

## **CAPACITY BUILDING FOR NON-GOVERNMENTAL INSTITUTIONS**

A program to conduct a market study of high level IT training needs and willingness to pay for **Protik**, a public-private partnership to support Information & Communication Technology innovation, was completed. The research showed that demand for advanced ICT training is high and Protik has high potential to become sustainable, but they need financial support to kick off this new initiative. Based on the research findings and Protik's application, Assist Impact awarded a grant to assist Protik ICT Resource Center to improve its products and service offering, strengthen its internal financial reporting processes and better measure the outcome of its interventions. The grant will support the introduction of high level ICT technical training, improve financial reporting and aid in the development of a Performance Based Monitoring Plan for the organization.

Machines donated to Professional Training Center in Shkoder by firms as part of a matching grants



As part of the efforts to link the Professional Training Center of Shkodra to the Garment Industry for its Garment Machine Maintenance Course, Assist Impact awarded matching grants to **five garment manufacturing firms in Shkoder**: Bellaconfex, Bellador, Reaconf, Ergotex and Melgushi. These firms donated a total of ten machines to the Professional Training Center to be used for hands-on instruction and will provide one-month internships.

In support of a **second round of Public-Private Partnership Preparation**, a Consortium of Co-Plan & Urban Research Institute delivered a two and a half day training to interested local organizations who would be eligible to submit proposals for new small scale PPP preparation.

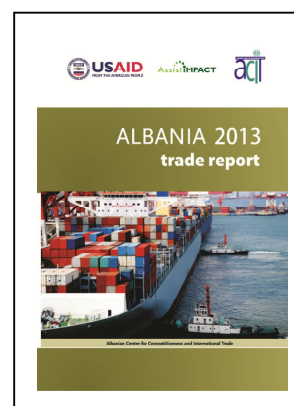
During the training on PPP



The training program achieved its objectives, providing a solid understanding of PPP issues and implementation to a total of 33 representatives of local organizations and local government units who participated in the training. Participants represented 13 local organizations and 8 local government units (Elbasan, Vore, Kamez, Paskuqan, Patos, Kucove, Lushnje, Sarande). Following the training, eight

local organizations submitted project proposals for development of PPPs in collaboration with a participating local government unit. Three organization/city partners were awarded programs: **RDA-Tirana (Elbasan Parking), Institute for Public Private Policies (Sarande Beach Management), RDA-Fier (Kucove Recycling).**

The Albanian Center for Competitiveness and International Trade (**ACIT**) assesses Albania's trade performance with a focus on exploring the bottlenecks. Since 2002 ACIT has produced and published eleven Annual Trade Reports, all sponsored entirely with USAID funds. For the **2013 Trade Report**, in addition to the assessment of trade flows, ACIT assessed the Stabilization and Association Agreement to the European Union and the recovery of Albanian trade from the impact of the international crisis. ACIT also developed a **sustainability plan** to sell the Trade Report to provide revenue to the organization and reduce dependency on donors.



A six-month project started to strengthen the **Coalition for Free and Fair Elections and Sustainable Democracy** through a monitoring exercise called "Survey on Health Centers in Albania" using statistically based observation methods. The activity will strengthen CFFE's capacity by enabling it to build a network of coalition organizations and monitors on a national level and activating them in a useful exercise similar to election monitoring.

**Under the program "Women's Economic Empowerment Grants"** for marginalized or isolated women, Assist Impact monitored the implementation of seven grants in seven different districts of Albania. They included the following organizations:

- **Association for Traditional Arts and Crafts (ATACT)**, centered in Pogradec, completed implementation of their project with an extremely successful final activity where representatives including the Minister of Youth and Social Welfare Erion Veliaj, the Mayor of Pogradec Artan Shkempi, the Deputy Mayor of Ohrid, USAID and Assist Impact representatives were present at the closing ceremony. More than 40 women, including nine from the Roma and Egyptian Communities were trained by ATACT in cooking or hotel services and tourism. As a result of the training, **37 were employed**, eight of them Roma or Egyptian.



- **Diakonia Agapes** is working in the area of Elbasan, more concretely in the villages of Shushica, Hajdaran, Milza and Shelcan. This project aims to create jobs and generate income for 15 women through vegetable production in greenhouses as well as training for 60 women related to the cultivation of vegetables in protected environments. Several training sessions focusing on vegetable cultivation and marketing issues involving women and men were delivered during this period. The women have also started preparing business plans for green houses.



- **The Gender Integration Association** is working in the remote villages of Bastar i mesem, Murrizë and Vilez (district of Tirana) supporting 20 women by providing them with special, highly productive Alpine goats as well as training in goat care and the production of quality goat cheese. On June 11, pregnant Alpine goats were delivered to the identified women, aiming to provide sustainable livelihoods for rural families in the remote mountain villages of Zall Bastar commune (county). This very successful event included the US Ambassador, Alexander Arvizu.

- **The Gender Alliance for Development Center (GADC)** is successfully implementing its project aiming to employ 25 marginalized women in Puka and Lezha. During this period, a total of 8 women were employed in Puka, six in the Venetian Mask factory and two at Agropuka. In Lezhe, a total of 13 women were employed so far, three in a supermarket and ten in a fish factory in Lezhe. Vocational Training is continuing in Lezhe in sewing skills, since women expressed interest and opportunities exist to employ them in a factory that is soon opening.



- **Gjirokastra Foundation:** During this period the Gjirokastra Foundation with the help of a fashion designer assisted the trainees in improving their creativity and the production of high quality handmade products which will be sold during the National Artisan Fair of Gjirokastra September 27-29, 2014. Seventeen local women and girls were trained in a 6 week period in jewelry, handloom weaving and embroidery. The women are now able to produce handmade crafts for sale in the workshop and other shops in the Old Bazaar of Gjirokastra. Training in hotel assistance and care was also organized for 10 women at Babameto House - Center for Heritage and Culture which serves as well as a Hostel and





Hotel. The course included skills in hotel and hospitality, hygiene and service in the restaurants, code of ethics and reception. Particular hours were organized in cooking traditional dishes of Gjirokastra which are requested by a high number of tourists

- **Counseling Line for Women and Girls** is conducting its activities in the suburban areas of Tirana, with the aim of assisting 25 female

victims of domestic violence through raising awareness on women's rights and ensuring jobs. During April - June, the project continued to focus on identifying the women, contacting businesses to identify possible jobs and completing a training manual regarding everything from the legal framework regarding employment and violence against women to how to write a CV, conduct oneself in an interview and safely care for a house.

- **MEDPAK (Defending the Rights of People with Disabilities)**, with its central office in Librazhd, worked to employ marginalized women in a local recycling company as well as some other locations. To date, nine women have been assisted to find work at the recycling plant and three at local restaurants.



In April, a grant was awarded to Tjeter Vizion as the lead of a three organization effort (with Vatra and Different and Equal) to improve the **identification of victims and potential victims of trafficking through the use of mobile units**. During the first three months, various meetings were held with over 500 participants and a total of 196 cases were looked into, resulting in 25 victims of trafficking identified and reported to the responsible authority.

**Aleanca and PRO-LGBT** were provided with financial and administrative manuals which they reviewed and adapted for their organizations. The finance/administrative officer hired by Aleanca continued to ease the administrative burden at Aleanca. Financial software, a laptop, a safe, a photocopier, uninterrupted power supply and security cameras also helped improve functions at Aleanca. Pro-LGBT was provided support for English classes, a TV, an audio-recorder device and a safe.



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## TRAINING AND TECHNICAL ASSISTANCE FOR LEADERS AND SPECIALISTS

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### TRAINING AND TECHNICAL ASSISTANCE FOR LEADERS

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Training **seminars** regarding the implementation of **bankruptcy administration** for the Agency for Bankruptcy Supervision and judges adjudicating bankruptcy cases was postponed for September.

Preparations were made to send a group of six **agricultural policy experts** to the US to participate in a two week program in agricultural policy organized by the US Dept. of Agriculture's **Cochran** Fellows Program.

As mentioned above under assistance for NGOs, a total of 33 representatives of local organizations and local government units participated in the training for the second round of Public-Private Partnership support. Of those, 11 were leaders (mayor/deputy mayor, head of NGO or department). Six of them were women.



### TRAINING AND TECHNICAL ASSISTANCE FOR TECHNICAL SPECIALISTS

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Sixteen **participants of the garment machine maintenance** course at Professional Training Center #1 in Tirana continued the basic level training course that started on February 24<sup>th</sup> and ended on April 21<sup>st</sup>. The eight week advanced course with 14 participants started on April 28<sup>th</sup> and ended on June 26<sup>th</sup>, with all completing the course successfully and beginning their internship program in one of four garment manufacturing firms.

Another 15 participants at the Professional Training Center in **Shkodra** began the **basic level training course in garment machine maintenance** on June 9<sup>th</sup> with two well-known master technicians from Shkoder sharing the instruction.

As mentioned above under assistance for NGOs, a total of 33 representatives of local organizations and local government units participated in the training for the second round of Public-Private Partnership support. Of those, 22 were technical specialists, 14 of them women.



Preparations were made to send a group of five **agricultural extension specialists** to the US to participate in a two week program in agricultural extension organized by the US Dept. of Agriculture's **Cochran** Fellows Program.

## ASSESSMENTS

**Participatory Institutional Analysis (PIA)** was conducted with **Creative Business Solutions (CBS)**, an NGO implementing a USAID-funded project called AgroCapital. Several ideas for strengthening CBS resulted from of the exercise which will be prioritized by CBS into a Capacity Development Plan. Technical assistance will be requested for the most pressing needs.

Pink Embassy, an LGBT organization, informed Assist Impact that it did not wish to participate in such an organizational analysis.

An institutional assessment for the Albanian **National Chamber of Garment Makers** was conducted with the assistance of a specialist from World Learning. Severe governance problems coupled with a lack of willingness to improve various aspect of organizational functioning led Assist Impact to discontinue the assessment. A survey of board members is planned for July.

## J-1 VISA PROCESSING SERVICES

	This period	Project Cumulative
# of contractors provided services for	0	1
# of trainees processed for other contractors	0	3

No J-1 Visas were processed for other USAID Implementers this period.

## 2) RESULTS

### PERFORMANCE IMPROVED OF THOSE RECEIVING ASSISTANCE

#### GOVERNMENT INSTITUTIONS

The **Professional Training Center in Shkoder** was provided with the curriculum, tools, furniture and equipment as well expert instructors with extensive experience in repairing garment machinery.

The **Agricultural University of Tirana** received valuable support for a landscape demonstration garden, which was constructed in October-November 2013. Students of landscape architecture use it, especially for the subjects "Green areas" (bachelor level) and "Landscape architecture" (master level). Topics include use of garden equipments, demonstration of different garden styles and structures, construction and maintenance of garden hedges, a water garden and



garden pathways, site measurements, preparing an individual landscape project, form and space composition, material selection and composition. The students, who also do some of the maintenance, appreciate very much the fact that they can work in practical terms. Some of the professors consider the garden a significant improvement in the quality of teaching.



The **Municipality of Korça** reaped the benefits of a well prepared Public-Private Partnership in public parking with the signing of a contract with a private firm to manage 432 public parking places in four areas of Korça.

## PERFORMANCE IMPROVED OF THOSE RECEIVING ASSISTANCE

### NON-GOVERNMENTAL INSTITUTIONS:

At the insistence of USAID and Assist Impact, the Albanian Center for Competitiveness and International Trade (**ACIT**) produced its 2013 Trade Report with a plan to sell copies both on-line and in hard copy. Although within the first month 70 hard copies were sold, the plan to sell on-line proved impossible due to PayPal's very long and problematic procedure for opening an account for non-profit organizations. In addition the Albanian legislation does not enable such cases. Within the first month of publication, 450 copies had been downloaded from the website, but unfortunately, free of charge.

**Ola 1 and Kler and Omega, garment manufacturing firms in Tirana**, report having improved the quality and competitiveness of their production as a result of the machinery purchased with a matching grant awarded by Assist Impact. With the new plotter, Ola 1 can now produce very high quality images resulting in increased sales and the hiring of two new workers. Kler's custom-ordered button sewing machine increases the quality and longevity of the shirts produced and is easier for the employees to operate. Omega's four new line machines allow them to meet the demand for larger quantities.

Omega employee at new sewing machine



**Regional Development Agency-Korça, Co-Plan and Urban Research Institute** report lessons learned in their compendium submissions for Public-Private Partnerships. The main lesson learned was in regard to the importance of involving the municipal council from the beginning, since the council must make the decision to approve procurement of a PPP. They also emphasized the importance of gathering information regarding 'willingness to pay' for a service on the part of the citizens. This information was gathered in Korça regarding fees for parking and would have been useful had it been done in Berat regarding fees for solid waste pickup and in Fier for public lighting.



**Aleanca**, an active defender of the rights of the LGBT community in Albania, is now sufficiently well-managed to be able to receive a grant from Assist Impact. The capable finance/administrative officer provided by Assist Impact along with financial and administrative policy manuals, financial software, a safe and laptop ensure sufficiently strong management of the organization.

**Tjeter Vizion, Vatra and Different and Equal** will be reported for improved identification of victims and potential victims of trafficking next period.

## PERFORMANCE IMPROVED OF THOSE RECEIVING ASSISTANCE

### LEADERS

**Insolvency Law Manual and Training:** During this period, eleven additional judges report dealing with on-going insolvency cases to adjudicate. All report finding the training and manual very useful. The judges benefiting from the training this period include: Dritan Caka, Ardian Kalia, Enkela Bajo Vlora, Manjola Berberi, Fatri Islamaj, Ibrahim Hoxha, Astrit Faqolli, Arjana Lico, Enkeleida Hoxha, Markeljan Koca, Vladimir Skenderi.

Eight leaders who participated in the training in **Public-Private Partnership** subsequently won awards or submitted strong proposals to prepare PPPs, indicating a concrete benefit of the training provided. From NGOs they include: Ilir Rembeci, Director of the Regional Development Agency in Tirana and Dhimiter Marko, Director of the Regional Development Agency in Fier. From local governing units they include: Deputy Mayor of Kuçova, Shpetim Nishani, Deputy Mayor of Elbasan, Anduena Prifti, director of the legal department in Elbasan, Teuta Stroha, director of the economics department in Saranda. The director of finance in Vore, Aida Dedja, and the director of the legal department in Lushnja also were part of a strong team, even though their proposals did not win.

## PERFORMANCE IMPROVED OF THOSE RECEIVING ASSISTANCE

### TECHNICAL SPECIALISTS



Fourteen participants at the Professional Training Center N#1 in Tirana successfully completed **advanced level training on Garment Machine Maintenance** and started 80 hours of internship at four garment manufacturing companies. At the conclusion of the advanced level, one of the course participants, Edmond Deda, had already been employed.

Based on the quality of proposals submitted for **second round of Public-Private Partnerships support** after the two and a half day training in PPP, the following technical specialists benefitted from the PPP training: Besmira Vishe (legal specialist, IP3) Jonida Dobi (financial specialist, RASP), Rovena Joni (financial specialist, Municipality of

Vore), Leandro Fimio and Jonida Abdyli (specialists from the Municipality of Saranda) and Arben Rrapo (specialist, RDA-TR).

As reported above, the **Association for Traditional Arts and Crafts (ATACT)** in Pogradec trained more than 45 marginalized men and women, including nine from the Roma and Egyptian Communities in cooking or hotel services and tourism. Although the vast majority were women, some men were included to reinforce concepts of equality. As a result of the training, **37 were employed, 33 of them women**, eight of whom are Roma and Egyptian. Ten of the trained women, one of them part of the Egyptian community, were employed at Perla Hotel (in the reception, , cleaning service, kitchen help, dishwashing and other services). Other women were employed in various businesses, including at the Pogradec information office, Hotel Sirena in Tushemisht, the Agai Restaurant in Tushemisht, Rrushi Restaurant in Pojske, the Lyhnidas Kompleks, the Kalaja Hotel, Big Market grocery store, a chair factory, as a governess in a family and at Shpk “Voloreka”. In addition, as a cost share from ATACT, ten women were trained in handicrafts, of whom five opened their own family handicraft business complete with tax numbers and four were hired in two artisan production shops.

Achievements towards the goals during this period are summarized in the following table.

	<b>Indicator</b>	<b>Target for FY 2014</b>	<b>Actual for 3<sup>rd</sup> Quarter</b>	<b>Cumulative for FY 2014</b>	<b>Cumulative for Project</b>	<b>Target for Project</b>
<b>1</b>	<b>Number of government institutions receiving capacity building assistance</b>	2	3	6	9	5
	FY13: Central Inspectorate, Central Elections Committee, School of Magistrates					
	FY14, Q1-2: Agricultural University of Tirana, Agency of Bankruptcy Supervision, Professional Training Center N#1 Tirana					
	FY14, Q3: Professional Training Center in Shkodra, Korça Municipality, Academy of Sciences					
<b>2</b>	<b>Number of non-governmental institutions receiving capacity building assistance</b>	5	10	22	33	15
	FY13: 5 banks: BKT, Credins Bank, Raiffeisen, ProCredit, NOA; 3 PPP NGOS: Co-Plan, URI, RDA-Korca; Coalition for Domestic Observers; Assn of Journalists for Justice					
	FY14Q1-2: OSR, 7 Women Grants, Protik, Ola 1, Kler shpk, Omega, Women's Network Equality in Decision Making					
	FY14, Q3: Protik grant, Bellaconfex, Bellador, Reaconf, Ergotex and Melgushi, CFFE, Tjeter Vizion, Vatra, Different & Equal					

	Indicator	Target for FY 2014		Actual for 3 <sup>rd</sup> Quarter		Cumulative for FY 2014		Cumulative for Project		Target for Project
3	Number of gov. institutions that have removed a barrier/ constraint to improving performance	2		3		4		7		5
	Governmental Institution Improved	Improvement or Barrier to Improvement Removed								
	FY13: Central Elections Committee, Central Inspectorate, School of Magistrates									
	FY14: Professional Training Center N#1	The Center has a well-equipped training room and a curriculum a for garment machine maintenance course								
	FY14, Q3: Agricultural University of Tirana, Professional Training Center in Shkodra, Korça Municipality	Ag Univ is using effectively the new demonstration garden for improved instruction. Professional Training Center in Shkodra has a well-equipped training room and a curriculum for a garment machine maintenance course. The Korça Municipality has a PPP for public parking.								
4	Number of non-governmental institutions that have removed a barrier or constraint to improving performance	5		8		9		15		15
	Non-governmental Institution Improved	Improvement or Barrier to Improvement Removed								
	FY13: BKT, Credins Bank, ProCredit, NOA; Assn of Journalists for Justice, Coalition for Domestic Observers									
	FY14, Q2: Women’s Network Equality in Decision Making	The Women’s Network put on a good fair, increasing its reputation and capacity to organize other fairs.								
	FY14, Q3: Kler, Ola 1, Omega ACIT, RDA-Korça, URI, Co-Plan, Aleanca	Machinery purchased through three match grants has improved quality and competitiveness. ACIT has succeeded to generate some revenue from its trade report and knows it needs to find an effective web-based payment mechanism. RDA-Korça, URI and Co-Plan report lessons learned mainly regarding city councils. Aleanca qualifies to receive USAID-funded grants.								
	M=men, W=women	M	W	M	W	M	W	M	W	Total
5	Number of <b>leaders</b> trained, mentored, receiving technical assistance or grants	8	7	5	6	42	51	81	84	45
	FY13: 60 Judges, 7 CEC members, 5 ag coop leaders = 72 (39 m/33 w)									
	FY14, Q1: judges trained in Insolvency Law: 35 men, 45 women; Bankruptcy Supervision Agency Director & 1 judge: 2men									
	FY14, Q3: PPP: 5 men, 6 women			5	6					
6	Number of <b>technical specialists</b> trained, mentored or receiving technical assistance or grants	8	7	22	16	25	20	628	122	45



	Indicator	Target for FY 2014		Actual for 3 <sup>rd</sup> Quarter		Cumulative for FY 2014		Cumulative for Project		Target for Project
	FY13: 6 ag credit specialists, 682 ag producers/processors, 17 magistrate students- 603m/102w									
	FY14,Q2: Bankruptcy Supervision Agency specialists: 3 m/4 w									
	FY14, Q3:PPP: 8m/14w; garment machine course TR: 14m/2w			22	16					
7	Number of <b>leaders</b> reporting <b>improved</b> performance	8	7	11	8	17	16	31	28	45
	FY13: 3 Judges: E Hoxha, A Tahiri, L Kola Trebicka; 7 agroproducers, 1 coop leader: Xh Zakaj. 8m/3w									
	FY14, Q1-2: Judges: E Lluri, A Prendi, M Koca, V Skenderi, R Merlika, F Osmani, R Panajoti, B Muca, A Mullaj, I Mustafaj, A Aliaj, R Balliu, B Abdullai, M Osmani: 6m/8w									
	FY14, Q3:Judges: Dritan Caka, Ardian Kalia, Enkela Bajo Vlora, Manjola Berberi, Fatri Islamaj, Ibrahim Hoxha, Astrit Faqolli, Arjana Lico, Enkeleida Hoxha, Markeljan Koca, Vladimir Skenderi: 7m/4w PPP training: 4m/4w			Judges much more able to make decisions based on the insolvency law. Heads of NGOs, LGUs or LGU depts awarded PPP support projects.						
8	Number of technical specialists reporting <b>improved</b> performance	8	7	20	35	20	35	39	47	45
	FY13: 4 Ag credit specialists, 2 Central Inspectorate specialists, 1 magistrate student, 2 CEC staff									
	FY14: Q3: machine maintenance technicians: 12m/2w PPP: 4m/4w; Pogradec marginalized women (and men) 4m/29w			Garment machine maintenance technicians passed the advance level. Specialists participating in PPP training from NGOs, LGUs subsequently awarded PPP support projects. Marginalized women (and men) in Pogradec trained and employed.						
	NOTE: an individual attending/receiving multiple capacity building activities within a program is counted only once. An individual participating in multiple programs is counted per program. Institutions are counted only once.									

### 3) PROJECT MANAGEMENT

Assist Impact request for a modification to its Cooperative Agreement regarding the substantial involvement of clearing on grants and TA to be vested in the AOR was signed in early April. The modification also included some budget line item reallocation, mainly to reduce the budget allocated to World Learning and increase direct costs such as public awareness events, external consultants, technical assistance for capacity development and sustainability of Assist Impact, vehicle maintenance and additional office space.

One of the observations made by the Post Award Survey Team was with regards to sustainability and the urgency of obtaining other projects. During this reporting period, Assist Impact submitted a proposal and was awarded a small grant from the **Australian Development Aid Program** to provide twelve Alpine goats for another village in the commune of Zall Bastar, namely Mner i siperm. The Australian Ambassador came from Rome to attend the donation of the goats on June 11, 2014.

Assist Impact continues to appreciate the considerable effort USAID has gone to in order to support Assist Impact.

## **WORLD LEARNING'S SUB-AWARD**

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World Learning provided input and guidance on the following area:

### **Compliance**

In May, Assist Impact drafted a proposed modification to the subaward with World Learning. The modification removes the UST and all US experts/trainers and anticipates another trip for the Performance Improvement Specialist. It also included a revised budget for \$159,709 which USAID approved April 7, 2014. The modification is expected to be signed by the 4th quarter.

### **Procurement of Experts**

In April, World Learning sent and received a signed amended contract for Ned White, extending the date of his contract to July 31, 2014.

### **Finance**

Other than a review of the budget for the modification, there was no activity with World Learning Finance during this quarter.

### **Assessments:**

In the period between June 23 and 27, 2014, Maja Petkovska, Associate Director for Institutional Strengthening, conducted a 5-day coaching to the Assist Impact staff in organizational performance assessment and improvement. During the first three days of the trip, Maja coached Assist Impact staff in preparation for and delivery of interviews/meetings with senior leadership of an association. Assist Impact staff had the opportunity to immediately put in practice the topics covered with Maja while conducting a number of interviews with the current and past presidents of the National Chamber of Garment Manufacturers in Albania, as well as its executive administrator. In addition, Maja and the team focused on designing and developing a questionnaire for the Chamber's Board Members.

The fourth and fifth days of the trip were dedicated to improving Assist Impact's performance in the area of Monitoring and Evaluation, product/service mapping and pricing, and PIA reporting.

Next steps and recommendations:

- Based on the interviews with the National Chamber of Garment Manufacturers' representatives, World Learning and Assist Impact concluded that the Chamber is currently not functional due to a clash in authority between the Executive Administrator and the Board of Directors, which hinders the Chamber to properly

register and operate. This finding led to a decision to suspend the full performance assessment of the Chamber until it achieves full operation of its Board and a change in executive office. Assist Impact may resume the assessment of the Chamber or a new organization spun off from the current non-functional one in September 2014. World Learning will support the Assist Impact team remotely if the performance assessment resumes.

- Assist Impact and World Learning will administer a Survey for the Chamber's Board Members.
- World Learning will develop a report on the initial assessment, including the results of the Board Members' survey.
- World Learning will continue remote coaching of Assist Impact's staff in institutional strengthening with specific focus on PIA reporting.

## REPORTS

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Financial reports with actual versus budgeted expenses as well as the 'checkbook' showing program related 'obligations' and actual expenses were provided to the Agreement Officer's Representative on a regular basis. Advance requests and liquidation of advances were submitted monthly as requested including justifications for requested but as yet unexpended funds.

The quarterly narrative report for the previous period was submitted in a timely fashion.

## IMPLEMENTATION ISSUES

### CONTRACTUAL

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As can be seen from the indicator table on pages 13-15, of the eight targets for Building Human and Institutional Capacity, all have been met, some by a large margin. The remaining five quarters will be used to consolidate and extend the achievements.

The very large number of men trained during the Access to Capital for Agriculture program will render it extremely difficult to reach the target of 50% women trained, even though more women judges than men judges were trained.

## IMPLEMENTATION ISSUES

### FINANCIAL

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Assist Impact sees no significant cost overruns. Rather, it will be a challenge to spend the program funds foreseen for the three years. Program staff members are currently handling more, longer and more complex programs than usual.

Assist Impact underwent an **audit** this period performed by Baker-Tilly, one of two organizations approved by USAID. The audit required a significant amount time and effort on the part of mainly but not only Assist Impact's financial/administrative officer. The audit disclosed no material weaknesses or material instances of non-compliance. Four recommendations regarding immaterial matters were made and immediately implemented by Assist Impact. They involve timely submission of the VAT refund request, timely private



health insurance contribution deduction, amending the written policy regarding fixed assets and amending the written policy regarding fringe benefits to reflect the approved budget.

Considerable effort continued to be devoted to providing documentation for the financial management center in Sarajevo regarding requests. Assist Impact improved its estimate of needs regarding advances, with final balances well below \$10,000 two of the three months during this period. The fact that Assist Impact has extremely different funding needs from month to month, depending on expected programs, as well as delays due to late submission of deliverables on the part of service providers/grantees, remains a challenge.

A modification to obligate more funding will be necessary in the next few months.